



City of Greenwood

2024 COMMUNICATIONS STRATEGY





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MESSAGE FROM THE MAYOR

Communication is a vital part of government and a rapidly evolving field. On behalf of Council, I am proud to introduce our first formal communications strategy. In the past there were local newspapers, often more than one, in every community, with reporters and editors that insured accurate and timely information was disseminated to residents.

Today, we have fewer professional media, and many people seek their news and information through digital platforms and social media. Unfortunately, on social media, disinformation can be as common

as information. It is therefore more important than ever that the City have a robust communications strategy to ensure all residents get timely and accurate information.

The Communications Strategy is a living document which employs several creative and innovative communication tactics to provide the highest quality of timely and accurate information to all our residents. The City has a large ranges of age demographics from retirees to young families. This poses communications challenges in reaching all age demographics of our community, which this communications strategy attempts to address by incorporating innovative approaches including the employment of online digital platforms.

This strategy is a living and breathing document that will adapt as communication needs change and evolve, with its progress being maintained through collaboration between City Staff, Mayor and Council, and its success continually monitored to ensure it serves our community well.

MAYOR

John Bolt





MESSAGE FROM THE CAO



On behalf of the City, I am thrilled that Council has approved the Communications Strategy. As Chief Administrative Officer, we are entering exciting times as we move forward in implementing our Corporate Strategic Plan. Within the Corporate Strategic Plan, we outlined our top strategic priorities to assist with our efforts of creating a unified community vision and building excellence in the services we provide, including our commitment to offering high-quality customer service. This mission remains steadfast through this first formalized communications strategy as we strive to provide exceptional and transparent communication to the members of our community through a creative and innovative approach.

Throughout this strategic document, you will see our reinforced commitment to strengthening trust with our City residents and stakeholders through effective and robust communication tactics. This strategy provides the framework and guidance for staff and will serve as a benchmark to our accountability to the residents of the City of Greenwood.

The City of Greenwood must remain relevant and cut through the communication noise as we move into a digital era and understand the complex challenges of communicating with our diverse audiences. This strategy will serve as a living document, and we will continue to engage and seek feedback with residents of our community to ensure we continue to communicate both creatively and effectively. We sincerely appreciate our community's commitment to engagement, and we look forward to building a bright and well-informed future, together.

CHIEF ADMINISTRATIVE OFFICER

Dean Trumbley



The Strategy

Introduction



WELCOME TO GREENWOOD'S COMMUNICATION STRATEGY

The City of Greenwood is committed to engaging and listening to all residents and stakeholders, including full-time, part-time, seasonal, rural and urban, through a respectful, informed and ongoing dialogue. Business owners and visitors are important contributors to the conversation as well. This Communications Strategy lays the foundation for community engagement.



The City of Greenwood is striving to provide exceptional and transparent communication to the citizens of Greenwood.



The Strategy is a roadmap. Progress will be tracked and evaluated as each goal is achieved. Best practices embedded in the process will be applied to the next. Thus, the Strategy will provide a solid foundation for all future communication initiatives as it addresses several key challenges and opportunities, including:

- ✓ Establish a standard and monitor compliance for inquiries and use.
- ✓ Rebuilding the City's website with a new and improved user experience.
- ✓ Enhancing the public survey process and experience.
- ✓ Increasing Council and Staff face-to-face engagement with residents.
- ✓ Launching a quarterly, print and digital City newsletter.
- ✓ Simplifying content and focus on writing in plain language.
- ✓ Communicating early and often with a proactive approach.
- ✓ Building a comprehensive email database.
- ✓ Leveraging social media with an actionable and robust plan.
- ✓ Clearly communicating City priorities.



The Strategy’s four key objectives will be met through a variety of clearly mapped out tactics. Together, the objectives and tactics will create a more meaningful and open relationship between residents, stakeholders and the City – a relationship built on a foundation of respect, listening and active engagement.

“The City of Greenwood is committed to engaging and listening to all residents and stakeholders.”

In alignment with the Corporate Strategic Plan, the Communications Strategy follows the City’s core operating values of achieving full transparency and accountability while aiming to support the communications goal set out by the City Staff, Mayor and Council, which is to foster “an engaged community in which every voice is heard”.





ALIGNMENT WITH THE CORPORATE STRATEGIC PLAN

The Corporate Strategic Plan outlines six strategic priorities, which included a priority specific to communications and engagement. The Corporate Strategic Plan highlights the importance of enhancing communication efforts through a variety of tactics.

The Corporate Strategic Plan ranked communications as the fifth most important priority.

“ The Corporate Strategic Plan commits to increase, diversify and provide the most up-to-date information available. ”

Four detailed objectives were highlighted within the Corporate Strategic Plan: those being,

DIGITAL COMMUNICATION Total revamp of the City’s website	COMMUNITY CONNECTION Establish townhall & “coffee with council” meetings
ACCOUNTIBILITY Ease of access and up-to date availability of governance documents and meeting minutes	EVENT & ACTIVITIES Create a City of Greenwood calendar for activities





COMMUNICATION GOAL

The Communications Strategy is aligned with the Corporate Strategic Plan. The Strategy has a single goal that underscores the importance of listening and proactive communication that includes all residents and stakeholders in the City of Greenwood.

COMMUNICATION OBJECTIVES

The Communications Strategy is based on four objectives. The objectives are interdependent and linked to the Corporate Strategic Plan and its vision. The objectives were derived from the SWOT Analysis detailed on the next page. As the Strategy is implemented and the objectives are realized, they will strengthen one another and collectively help achieve the communication goal.

Through establishing a strong communication baseline, the City will enhance its presence and authority as being the primary source for information on City news, which will help to address the spread and concern of misinformation. In addition, through strategic communication efforts that values and prioritizes flexibility, courtesy, and respect, the City will foster a true culture of active listening and two-way engagement with the community.

The following chart details the objectives and how they will be realized:

OBJECTIVES	MEANS OF ACHIEVEMENT
#1: Establish a communication baseline.	Define standards against which progress will be measured.
#2: Cultivate communication excellence.	Consistently deliver all City communication in a factual, transparent, relevant and timely manner.
#3: Develop creative and multi-platform content that enhances all communication activities.	Website, social media, newsletters, posters, brochures, eScribe.
#4: Foster engagement and uphold public trust.	Actively listen and engage residents to instill public trust and confidence.



SWOT ANALYSIS

As a primary step, the City of Greenwood conducted a SWOT analysis to evaluate strengths, weaknesses, opportunities, and threats related to the state of the City’s current communications efforts. Conducting a SWOT analysis allows City staff to consider factors from both an internal and external perspective and aims to provide valuable insight and reflection into the formation of the Strategy as well as assist in identifying the tactics necessary to improve the City’s efforts.

S

Strengths	Action Items
Council and staff dedicated to strengthening communication and public engagement	<ul style="list-style-type: none"> • Create a Communications Strategy
Clearly identified communication standards, protocols and workflow processes	<ul style="list-style-type: none"> • Share with public • Ensure staff are trained
Engaged the citizens and non-profit organizations in the City of Greenwood to constantly assess communications effectiveness	<ul style="list-style-type: none"> • Leverage skills and experience • Deploy internally as needed • Seek out and act on advice
Engaged media and community email distribution lists	<ul style="list-style-type: none"> • Continue to develop partnerships • Leverage with breaking news or times of crisis

W

Weakness	Action Items
Lack of engagement and participation amongst hard-to-reach residents	<ul style="list-style-type: none"> • Create a diverse, multi-platform set of communication tools
Selective resident engagement with participation focused on specific topics of interest	<ul style="list-style-type: none"> • Share with public • Ensure staff are trained
Reliance on surveys as an engagement tool	<ul style="list-style-type: none"> • Leverage skills and experience • Deploy internally as needed • Seek out and act on advice
Lack of face-to-face engagement with residents	<ul style="list-style-type: none"> • Establish townhall and “<i>coffee with council</i>” meetings
Low number of email addresses	<ul style="list-style-type: none"> • Launch email address collection campaign • Improve email system



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Opportunities	Action Items
Improve and strengthen the City's website	<ul style="list-style-type: none"> • Create an immersive and interactive website
Increase community engagement to foster transparency and public trust	<ul style="list-style-type: none"> • Work with local ski clubs, groups and associations to improve outreach
Increase community involvement by engaging hard-to-reach residents	<ul style="list-style-type: none"> • Leverage skills and experience • Seek out and act on advice
Make communications a part of all City project and initiative planning	<ul style="list-style-type: none"> • Strengthen project planning and workplans • Provide communications training to all staff • Proactive budgeting and resource allocation
Leverage local knowledge and resident engagement to increase transparency	<ul style="list-style-type: none"> • Seek feedback • Encourage resident participation at City gatherings
Explore new methods of public engagement	<ul style="list-style-type: none"> • Text messaging tool • Digital screens in Municipal Facilities
Leverage social media	<ul style="list-style-type: none"> • Draft and execute detailed strategy • Leverage high level of community usage • Encourage ongoing feedback
Strengthen youth engagement	<ul style="list-style-type: none"> • In-school presentations by Council and Staff

T

Threats	Action Items
Audiences are inundated with communications and marketing resulting in engagement fatigue	<ul style="list-style-type: none"> • Create a diverse, multi-platform set of communication tools
Misinformation on social media	<ul style="list-style-type: none"> • Focus on the City's story • Be forthright and respond quickly • Focus on facts
Lack of understanding between different levels of government and their priorities and mandates	<ul style="list-style-type: none"> • Leverage skills and experience • Deploy internally as needed • Seek out and act on advice
Unforeseen issues that impact project timelines and resources	<ul style="list-style-type: none"> • Continue Town Hall and "coffee with council" meetings



RESIDENTS AND COMMUNITIES

The City of Greenwood is hoping to see steady growth. In addition, as with many small rural communities in British Columbia, Greenwood is experiencing a gentrification process bringing families of all ages from the Lower Mainland and Okanagan areas. This growth has introduced a wide-spread age demographic and understanding how various audiences receive and engage with information is even more critical in developing and delivering the City’s message and connecting with hard-to- reach audiences. In addition, the City communicates regularly with a variety of media outlets and government agencies.

- ✓ Full-Time Residents
- ✓ Business Owners and Employees
- ✓ Non-Profit Organizations
- ✓ Seasonal Residents
- ✓ Groups and Service Clubs
- ✓ Tourists and Visitors

Generational Challenges for Communications

Baby Boomers (1945-64) 80% prefer face to face communications

Generation X (1965-80) Only 20% use their smartphones for communications

Millennials (1981-96) 75% would opt for the text-only approach

Generation Z (1996-2012) 80% utilize social media for inquiries, complaints or praise.

Thus, the City employs multiple tools and platforms to deliver its messages and news. In the first year of the Strategy, research will be undertaken to provide insights into the best means of engaging each of the groups outlined above. Over the term of the Strategy, the learnings will be refined and built upon.



COMMUNICATION ACTIVITIES

Communication is an integral part for the City of Greenwood. Many audiences, including the public and other government entities, look to municipalities for various information. The City employs a variety of tactics to reach our audiences; those include,



Strategic Communications



Media Relations



Issues Management and Crisis Communications



Community Engagement, Public Sessions and Town Hall Meetings



Website Management



Advertising and Promotional Materials



Social Media Management



Town Brand Standards

“

The Communication's Officer plays the central role in the City's communication efforts while supporting all operations and divisions.

”





THE COMMUNICATIONS TOOLKIT

To meet the diverse needs of residents and stakeholders, the City employs several communication tools and platforms. The list is subject to constant review and is modified as circumstances change or dictate.

The breadth of tools encourages flexibility. The tools can be used in a multitude of combinations – spontaneously or in a measured manner, depending on the need and to whom the message is being targeted. The list of tools currently being employed includes:

- | | | |
|--|--|--|
| <input checked="" type="checkbox"/> Newspaper Ads | <input checked="" type="checkbox"/> Press Releases | <input checked="" type="checkbox"/> Roadside Signage |
| <input checked="" type="checkbox"/> Municipal Newsletter | <input checked="" type="checkbox"/> TV Screens | <input checked="" type="checkbox"/> City Website |
| <input checked="" type="checkbox"/> Social Media | <input checked="" type="checkbox"/> Direct Mail | <input checked="" type="checkbox"/> Surveys and Polls |
| <input checked="" type="checkbox"/> Hand Delivered Notices | <input checked="" type="checkbox"/> Town Hall Meetings | <input checked="" type="checkbox"/> Coffee with Council Meetings |
| <input checked="" type="checkbox"/> Focus Groups | <input checked="" type="checkbox"/> City Hall | <input checked="" type="checkbox"/> Posters |

Email Newsletters

As the City's website is under development, plans to improve the email newsletter and communication services will be implemented. Central to this is a professionally led campaign to build and maintain the City's email address database. This is key to driving the traffic to the City website.









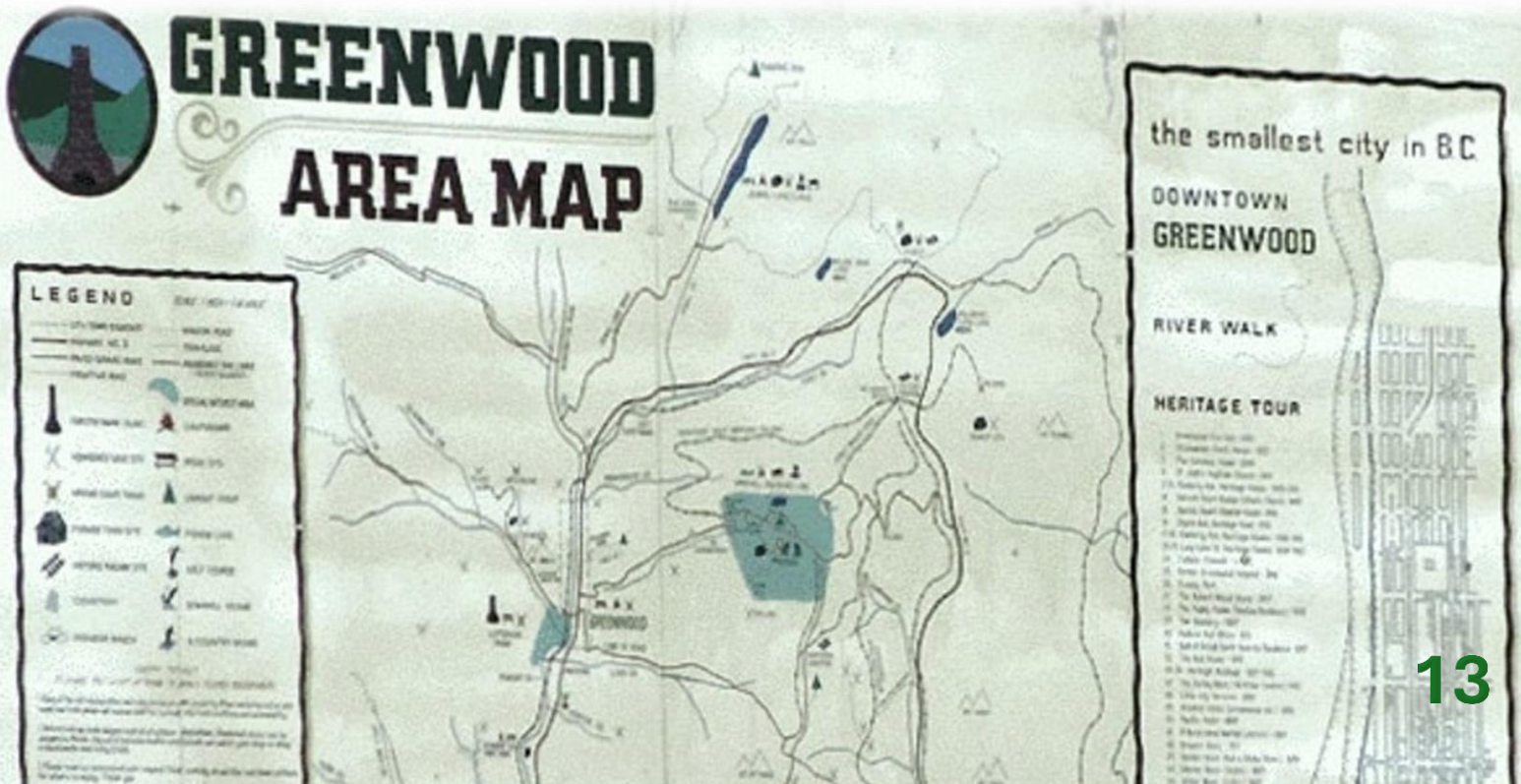


CITY'S WEBSITE

The City's website (www.greenwoodcity.com) serves as its primary communication tool and is often the first touchpoint for residents and stakeholders. The website is in the process of being rebuilt.

Upon relaunch, the website will:

-  Improve the end-user experience
-  Feature a new and improved design and functionality
-  Employ streamlined and simplified site navigation
-  Improve content searchability
-  Enhanced and simplified staff processes
-  Provide up-to-date information including agendas, minutes and bylaws





Operational

Steps to Success



OBJECTIVES

The Strategy's objectives will be achieved by following several clearly defined tactics over a five-year term. While the tactics are presented on a year-by-year basis, the City recognizes the need for flexibility within the implementation of the plan.

2024 - Year One

1. Develop and implement social media strategy
2. Implement email address collection campaign
3. Launch quarterly, printed and mailed City newsletter focused on storytelling
4. Launch new corporate City website
5. Secure and utilize the eScibe program linking minutes and agenda to website publishing
6. Install a digital information delivery TV at City Hall in waiting area
7. Initiate the Town Hall and Coffee with Council meetings

2025 - Year Two

1. Hire research firm to assist with all City surveys
2. Develop communication orientation package for new staff and Council members
3. Launch monthly e-newsletter
4. Develop issues management communications plan
5. Conduct Citizen Satisfaction survey
6. Create new resident welcome package

2026 - Year Three

1. Develop department-specific explainer content media (*videos, pamphlets, etc.*)
2. Conduct media relations training for leadership & Council
3. Establish youth engagement opportunities through partnerships with local schools and youth groups (*i.e. Greenwood Recreation Association*)
4. Launch resident text message communications and emergency alert tool

2027 - Year Four

1. Launch municipal podcast to share news and information with residents
2. Launch pilot project with City "news boxes" located in high-traffic areas to assist with newsletter and City survey distribution

2028 - Year Five

1. Purchase and improve use of digital screens/signage
2. Update the Communications Strategy



FINANCIAL IMPLICATIONS

The following chart outlines the financial operating contingency that is required to implement the tactics outlined within the Strategy. The detailed financial breakdown of each tactic is included within **Appendix A: 2024 – 2028 Tactics and Deliverables**.

It is important to highlight that many of the tactics contain ongoing costs that will be carried forward into future years to continue the delivery of the service. The cost of implementing each tactic was calculated based on the experience and understanding of staff and through reviewing comparative projects and information provided by municipal partners.

These costs only represent a small percentage of the total annual communications budget for the City of Greenwood. Consolidated communications costs are contained in the City’s annual budget. Changes are being implemented to improve the tracking and reporting of communications operating expenses and advertising expenses in all City of Greenwood operations.

Year to Year Financial Requirements

	2024	2025	2026	2027	2028	
One Time Costs	\$14,495.00	\$5,500.00	\$18,000.00	\$3,500.00	\$15,000.00	
Annual Costs	\$18,500.00	\$2,400.00	\$2,000.00	\$2,500.00	\$0.00	
Forward Costs	\$0.00	\$18,500.00	\$20,900.00	\$23,400.00	\$23,400.00	
Totals	\$32,995.00	\$26,400.00	\$40,900.00	\$26,900.00	\$38,400.00	\$165,595.00





MEASURING SUCCESS

To ensure the effectiveness of the Communications Strategy, each tactic will be tracked using the metrics below. At the end of the first year, results will be used to set a benchmark to track the success of communication efforts over the balance of the Strategy, assisting with the annual budget process and resource allocation.

OBJECTIVES	METRICS
Establish a communications baseline	<ul style="list-style-type: none"> • Email analytics (<i>open rate and conversion rate</i>) • Number of email subscribers and average open/engagement rates • Response time to resident inquiries • Website analytics • Social media analytics (<i>i.e. engagement rate, impressions, likes/favourites, comments, shares/retweets, video views, optimal post times, number of followers/subscribers, traffic to website</i>) • Council/Committee/Meeting attendance • Survey participation rate • Identify opportunities for feedback • Distribution of communication material/information • Overall number of customer service inquiries • Number of media releases • Quantity of media coverage (<i>i.e. number of news articles, radio segments, interviews, etc.</i>) • Number of phone inquiries to City Staff • Number of City Hall in-person visits
Cultivate corporate communications excellence	
Develop creative content and enhance strategic communication efforts	
Foster engagement and uphold public trust	



You can't manage what you can't measure.





MAINTAINING PROGRESS

The following chart details how the City of Greenwood will work on its core responsibilities while assisting the other City departments (*Public Works and Fire Department*) over the course of each year covered by this Strategy.

TIMING	ACTION
Daily	<ul style="list-style-type: none"> Scan local media outlets for potential issues and coverage of City happenings/events Monitor social media accounts for resident inquiries/engagement and to ensure that the platforms are reaching target audiences effectively
Weekly	<ul style="list-style-type: none"> Provide a high-level update on City happenings through the weekly recap email subscribers Staff website monitoring and updating information Management Staff meetings to analyze the effectiveness of communication tools and strategic planning
Monthly	<ul style="list-style-type: none"> Communications Officer to participate monthly at a Regular Council Meeting to ensure communication needs are being met Review Q&A document to assist staff in responding to public inquiries Review website content, features and functionality, and menu navigation
Quarterly	<ul style="list-style-type: none"> Meeting with Chief Administrative Officer and Council to provide an update on the progress of the Communication Strategy Meeting with City departments (<i>Public Works and Fire Department</i>) to ensure respective communication needs are being met Update media and community distribution lists
Annually	<ul style="list-style-type: none"> Host annual meetings with each City department to develop communication work plans Review <i>City Notice Policy (once developed)</i> Review use of online engagement tools Local and regional media review Annual communications survey Review communications strategy



APPENDIX A

Tactics and Deliverables



2024 – 2028 TACTICS

The following section contains a detailed summary of each tactic. Using a variation of the RACI project management system (**R**esponsible, **A**ccountable, **C**onsulting, **I**nforming), each tactic details a specific deliverable date and estimated financial cost. In addition, each tactic details the department, division, committee or individual that is accountable, responsible or in a supporting role to oversee and guide the implementation of the tactic.

Legend

- CAO: Chief Administrative Officer
- CO: Communications Officer/Corporate Officer
- COUNCIL: City of Greenwood Council

2024 Tactics

1. Implement the eScribe system to improve public accountability of meetings		
Accountable: CO		
Estimated Cost	Date Initiated	Date Achieved
\$8,295.00	Q2 2024	Q4 2024

2. Develop a new City of Greenwood website with a City controlled CMS		
Accountable: CO		
Estimated Cost	Date Initiated	Date Achieved
\$15,000.00	Q3 2024	Q1 2025

3. Schedule (6) six Town Hall meetings for public information sharing		
Accountable: CAO		
Estimated Cost	Date Initiated	Date Achieved
\$3,000.00	Q3 2024	Q2 2025



4. Schedule monthly “Coffee with Council” meetings at various locations in Greenwood		
Accountable: COUNCIL and CAO		
Estimated Cost	Date Initiated	Date Achieved
\$1,500.00	Q3 2024	Q3 2025 – <i>on-going</i>

5. Launch professional quarterly City of Greenwood newsletters mail-outs		
Accountable: CO		
Estimated Cost	Date Initiated	Date Achieved
\$3,000.00	Q4 2024	Q1 2025 – <i>on-going</i>

6. Design and implement social media strategy for all City operations/platforms		
Accountable: CO		
Estimated Cost	Date Initiated	Date Achieved
\$1,000.00	Q3 2024	Q1 2025

7. Install TV information system at City Hall in the reception area, develop various short videos for display on the television		
Accountable: CO		
Estimated Cost	Date Initiated	Date Achieved
\$700.00	Q3 2024	Q2 2025

8. Establish an email distribution list and develop an email campaign system		
Accountable: CO		
Estimated Cost	Date Initiated	Date Achieved
\$500.00	Q3 2024	Q4 2024



9. Create and implement a Communication Strategy for the City of Greenwood		
Accountable: CAO and COUNCIL		
Estimated Cost	Date Initiated	Date Achieved
\$0.00	Q2 2024	Q3 2024

2025 Tactics

1. Develop a communication orientation package for staff and City Council		
Accountable: CAO		
Estimated Cost	Date Initiated	Date Achieved
\$0.00	Q2 2025	Q4 2025

2. Establish monthly e-newsletters for the City of Greenwood		
Accountable: CO		
Estimated Cost	Date Initiated	Date Achieved
\$2,400.00	Q2 2025	Q2 2026 <i>on-going</i>

3. Conduct a <i>Citizen Communication Satisfactions Survey</i>		
Accountable: CAO		
Estimated Cost	Date Initiated	Date Achieved
\$2,000.00	Q3 2025	Q4 2025

4. Develop an <i>Issues Management Communication Plan</i>		
Accountable: CAO		
Estimated Cost	Date Initiated	Date Achieved
\$3,500.00	Q4 2025	Q1 2026



2026 Tactics

1. Develop department-specific explainer content media (<i>videos, pamphlets, etc.</i>)		
Accountable: CAO		
Estimated Cost	Date Initiated	Date Achieved
\$5,000.00	Q1 2026	Q3 2026

2. Launch resident text message communications and emergency alert tool		
Accountable: CAO		
Estimated Cost	Date Initiated	Date Achieved
\$5,000.00	Q1 2026	Q1 2027

3. Conduct media relations training for staff and Council		
Accountable: CAO		
Estimated Cost	Date Initiated	Date Achieved
\$10,000.00	Q4 2026	Q4 2026

2027 Tactics

1. Launch municipal podcast to share news and information with residents		
Accountable: CO		
Estimated Cost	Date Initiated	Date Achieved
\$2,500.00	Q2 2027	Q3 2027

2. Launch pilot project with City “news boxes” located in high-traffic areas to assist with newsletter and City survey distribution		
Accountable: CO		
Estimated Cost	Date Initiated	Date Achieved
\$3,500.00	Q1 2027	Q1 2027



2028 Tactics

1. Update the Communication Strategy

Accountable: CAO

Estimated Cost	Date Initiated	Date Achieved
\$0.00	Q1 2028	Q3 2028

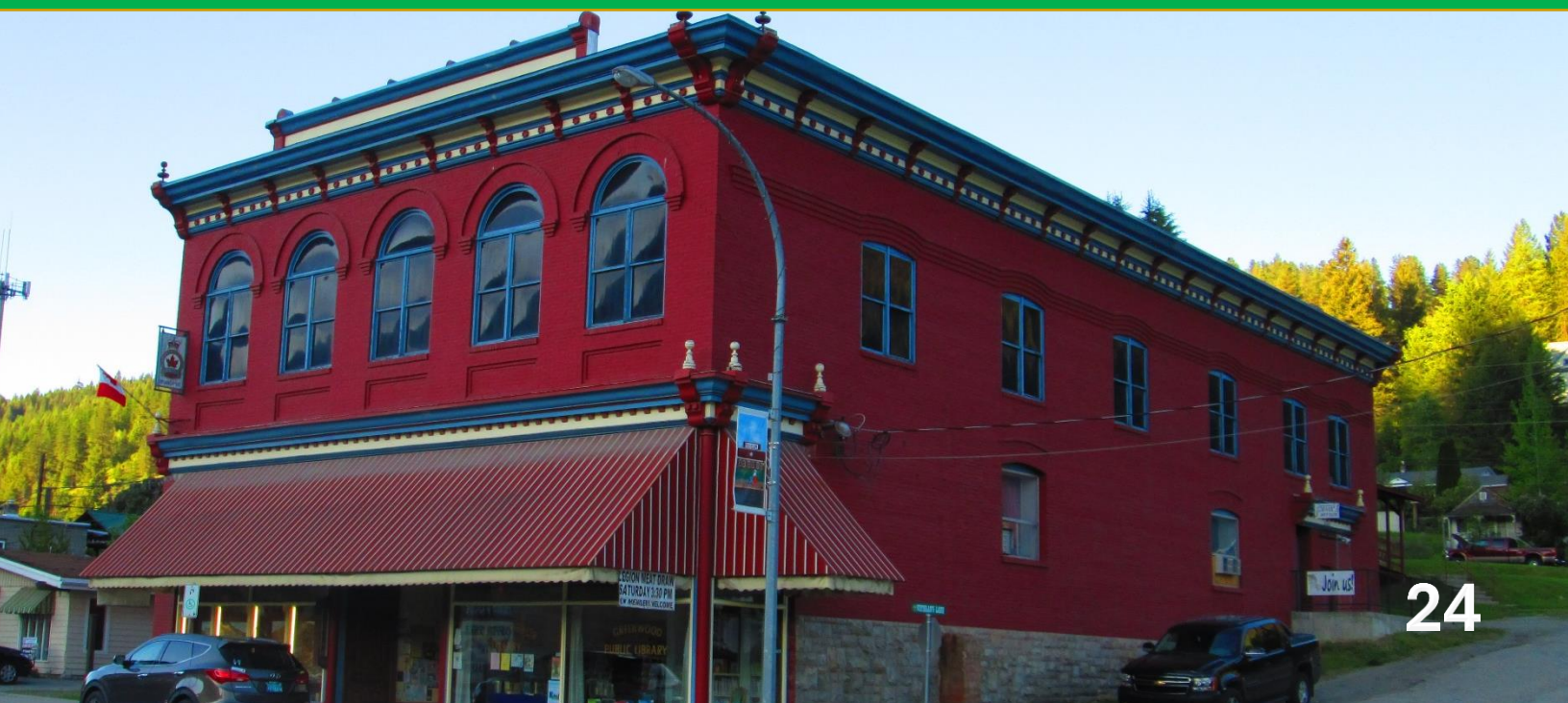
2. Purchase and improve use of digital screens/signage

Accountable: CAO

Estimated Cost	Date Initiated	Date Achieved
\$15,000.00	Q1 2028	Q4 2028

“Good fortune is what happens when opportunity meets with planning.”

Thomas Edison





CONTACT

Information



CONTACT US

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